

Contract Improvement Process
Contract Monitoring and Administration Subcommittee
Notes from October 6, 2006

Attendees:

Bob Jaros
Harry McCabe
Michelle Lee
Clark Bolser
Sue Griswold
Pete Van Ronk
Yvonne Anderson
Judy Schneider

Summary of Discussion Points:

- There are currently little or no standard procedures for monitoring contracts on a statewide level.
- Focus of most training, tools and resources is on legal/technical contract drafting, processing, and approval issues, and not on project management.
- We need to do a survey on current practices to identify problems and identify best practices. The survey can be sent via the CCIT mailing list. Subcommittee members are asked to submit sample questions to Harry McCabe by email, so that we will have a survey draft ready for the next meeting.
- The contrast between contract/project management activities and focus vs. contract administration activities and focus was discussed. The two activities are not normally staffed separately in state contract management.
- It was discussed that in many instances that may be staffing shortfalls and conflict with other job duties that impact the management of state contracts.
- We could do case studies on problem contracts to see what went wrong, and what could have been done differently, although that may be beyond what can be done by the subcommittee at this stage of its work.
- Management problems can result from statement of work issues, shortage of personnel to actively manage all contracts, turnover of key people, and lack of succession planning.
- Identified issues could be addressed through training, possibly with certification, and implementation of statewide tools and resources.
- Database would be very helpful in tracking milestones, deliverables, timelines, payments to vendor, etc., as well as providing good examples of contracts available to be shared by all agencies.
- We could issue standard file folders with approved contracts, that are pre-designed with sections and pre-printed with information for implementing accepted and basic state contract monitoring and administration best practices, i.e. – section for the contract, section for meeting notes, section for receiving reports, etc. It could be helpful for project managers in giving them a starting point, and helpful for auditors who would always get

the same file with the same information organized the same way for every agency and every contract.

- We could require a Project (Contract) Charter, which would identify up front the delegated team members, responsibilities, resources needed (such as personnel, hours, financial), expectations and requirements, etc., that would be signed off on by upper level management at the start of the project. Clark Bolser is to send out to subcommittee members a couple of sample Charters from some of his prior work in the private sector.
- We need to implement some kind of training directly addressing contract management, (all aspects and levels) and this could possibly be done through development of Internet training models for easy accessibility statewide and to reduce time commitment for trainers and trainees.
- We already have Chapter 10 of the State's Contract Manual, which contains really good information, to build off of in developing training and implement good practices.

Proposed Agenda for Next Meeting – October 12, 2006 from 2:30 pm to 4:30 pm, 1575 Sherman Street, conference room TBD.

- Review draft survey and finalize -- plan to send out the final survey same day/next day.
- Review examples of charters and work on developing statewide model.
- Further discuss specific training needs, how best to implement them, and whether certification program would be helpful or not.
- Further discuss and identify additional tools and resources.